



# Get in the Game: Understanding Today's Workforce Playing Field

**Center for State and Local Government Excellence  
National Association of State Personnel Executives  
Tuesday, July 24, 2018**



# Webinar Presenters



Gerald Young  
Senior Research Associate  
Center for State and Local Government Excellence  
[gyoung@slge.org](mailto:gyoung@slge.org) / [@GeraldYoungSLGE](https://twitter.com/GeraldYoungSLGE)



Leslie Scott  
Executive Director  
National Association of State Personnel Executives  
[lscott@csg.org](mailto:lscott@csg.org) / [www.naspe.net](http://www.naspe.net)

The background of the slide is a faded, light blue and white American flag, with the stars and stripes visible. The text is centered in the upper half of the slide.

# **Center for State and Local Government Excellence**

*Promote excellence in local and state governments so they can attract and retain talented public servants.*

The background of the slide is a faded American flag, showing the stars and stripes in a light blue and white color scheme.

## **Center for State and Local Government Excellence**

- Workforce demographics and development
- Public sector retirement benefits
- Health and wellness benefits

# SLGE / IPMA-HR / NASPE Workforce Survey Series

- Initial survey in 2009 on state/local workforce and the recession
- Larger trends in recruitment, retention, benefits, and other key workforce issues

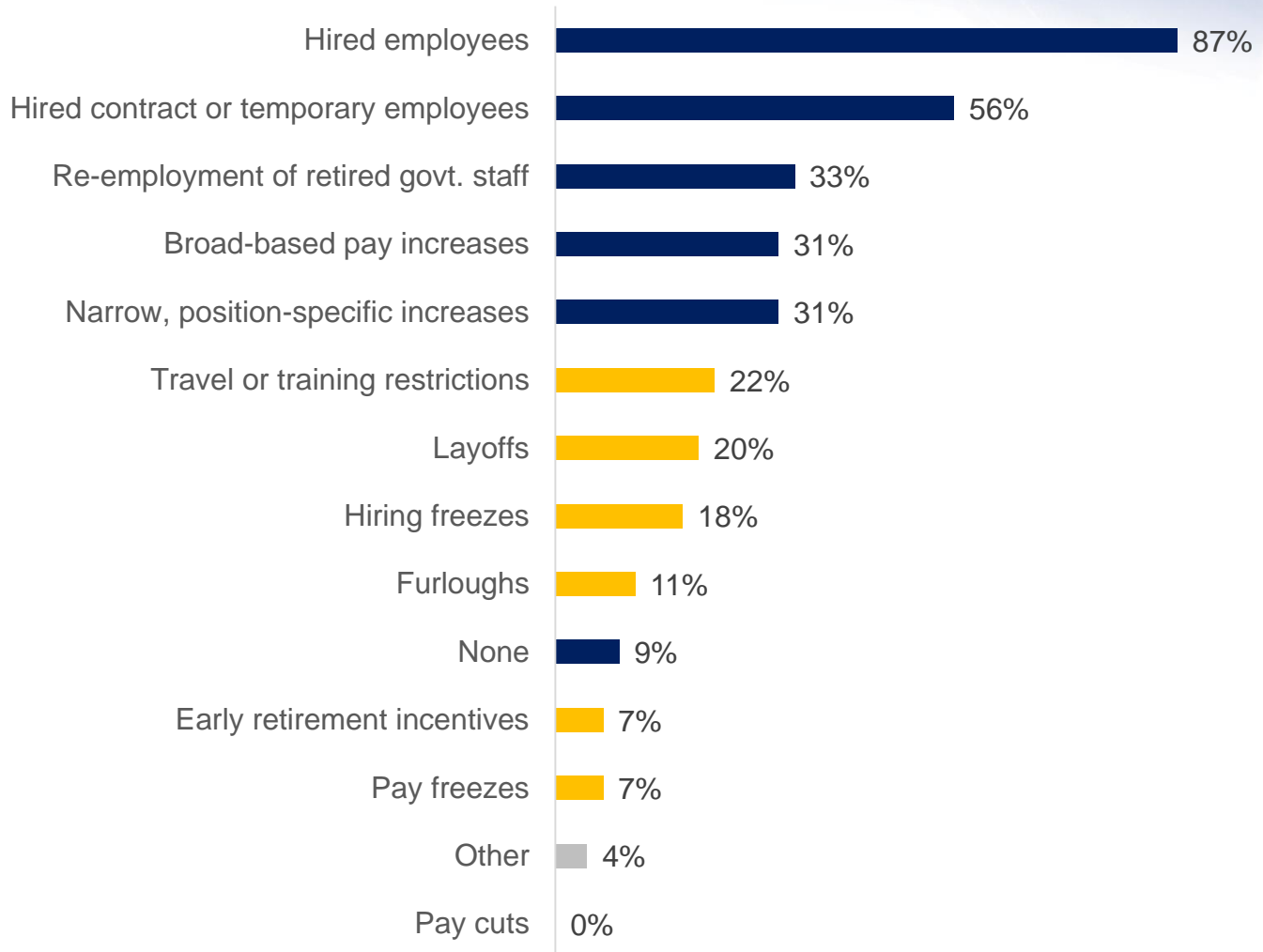


# 2018 Survey Results

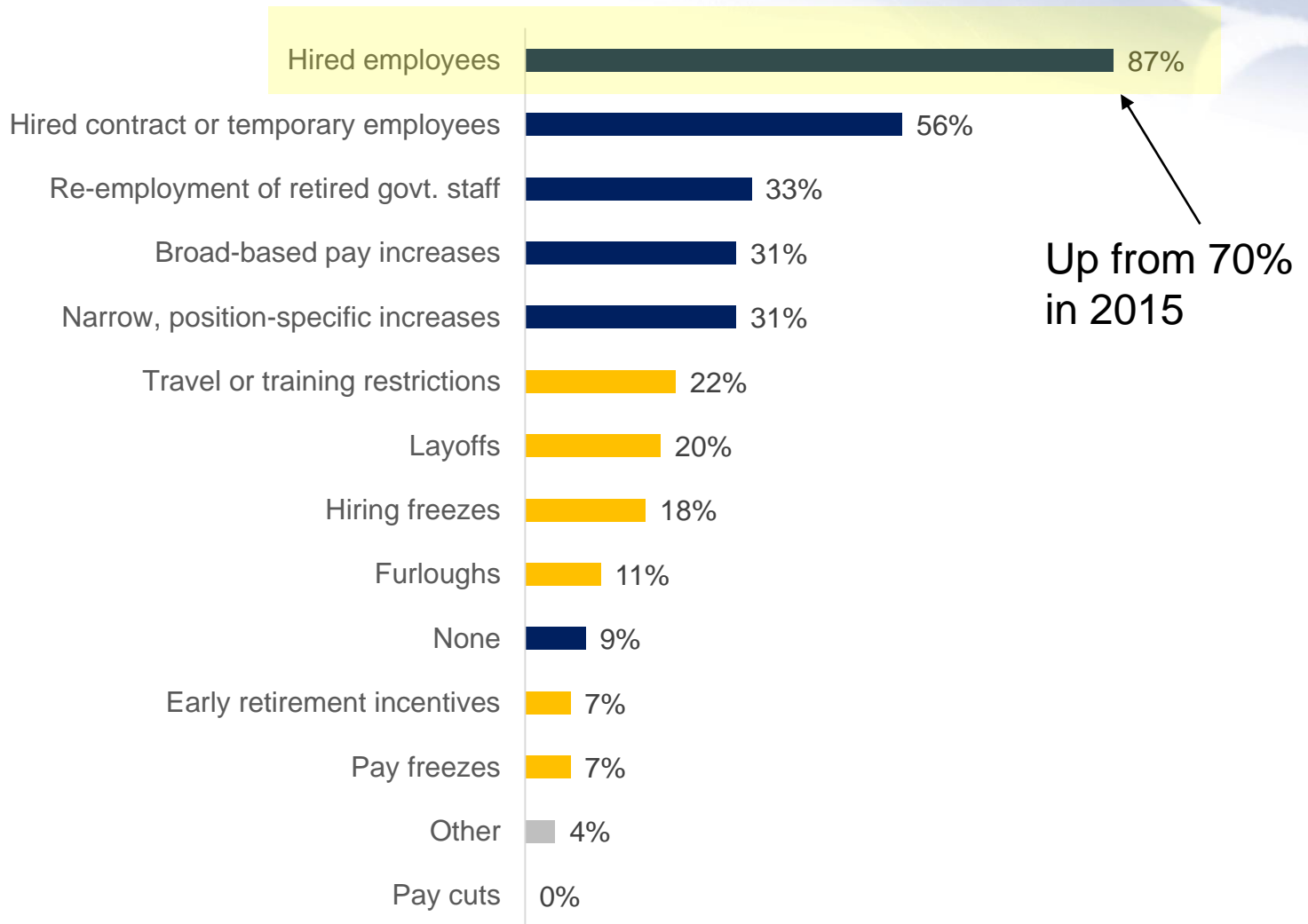
## State agencies only

- Employment/compensation cuts have slowed
- Recruiting is becoming more difficult
- Flexibly employment practices prevalent
- Benefit changes focused on employee contributions

# Recent Employment Actions

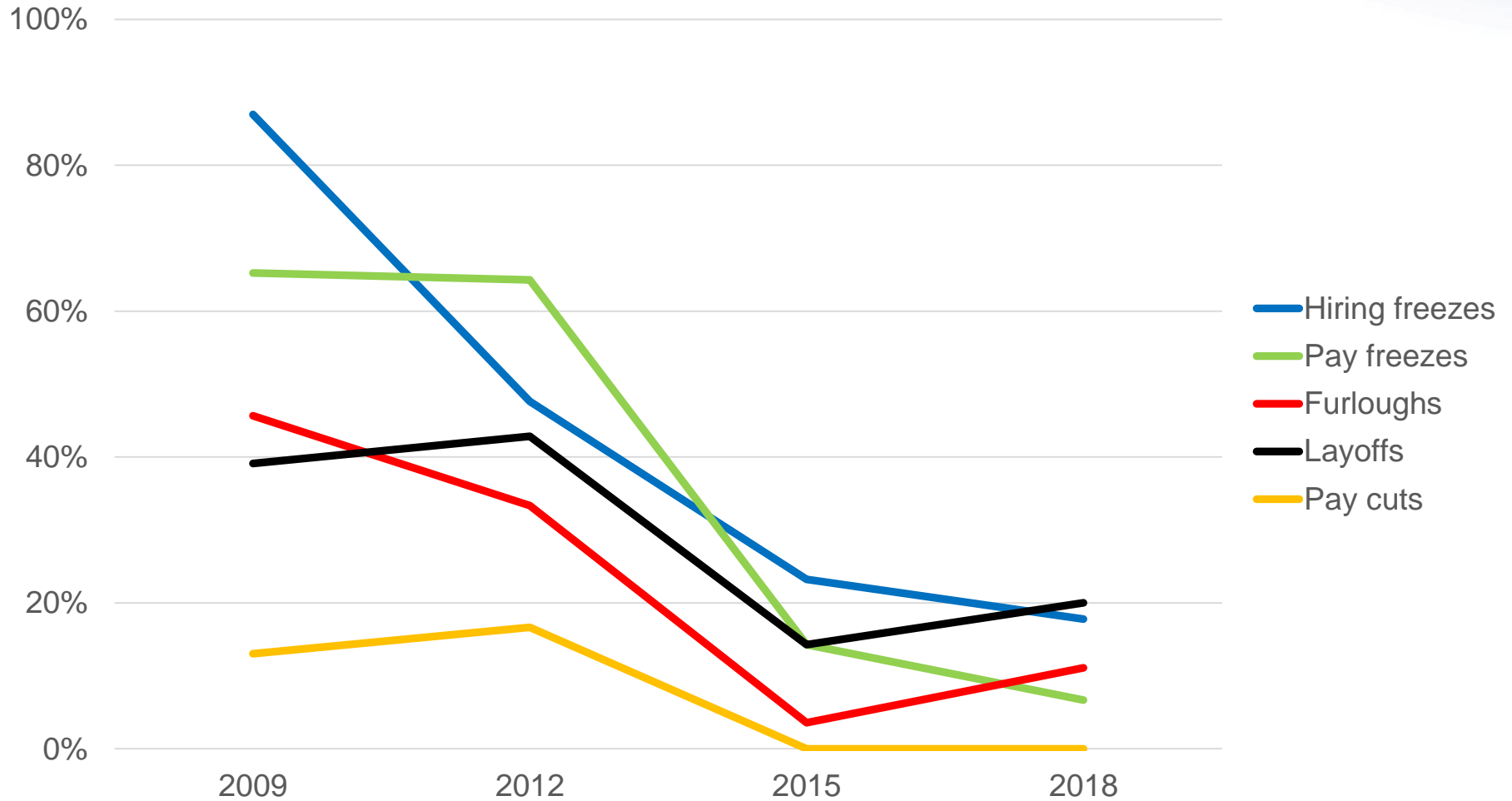


# Recent Employment Actions

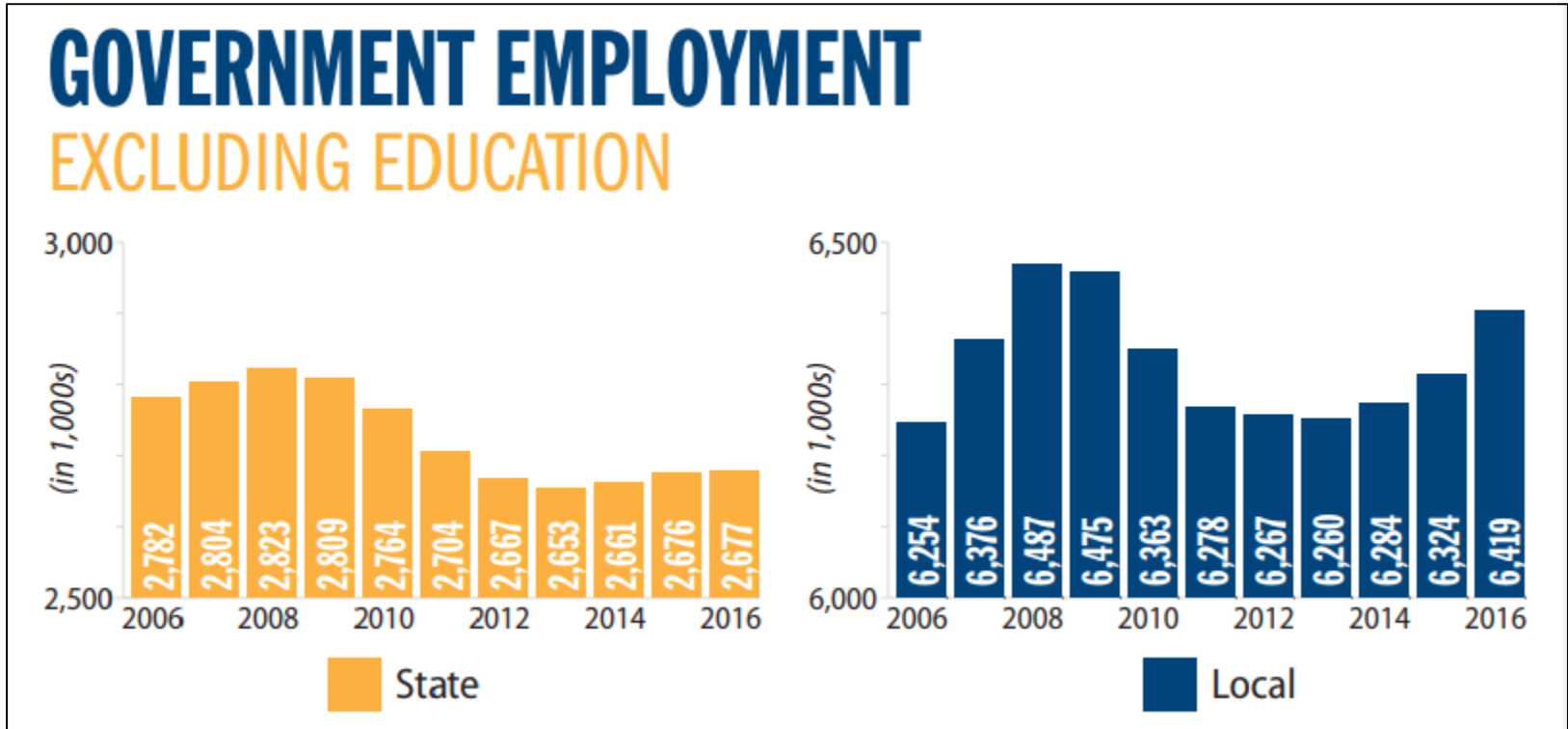




# Employment Actions: Trend

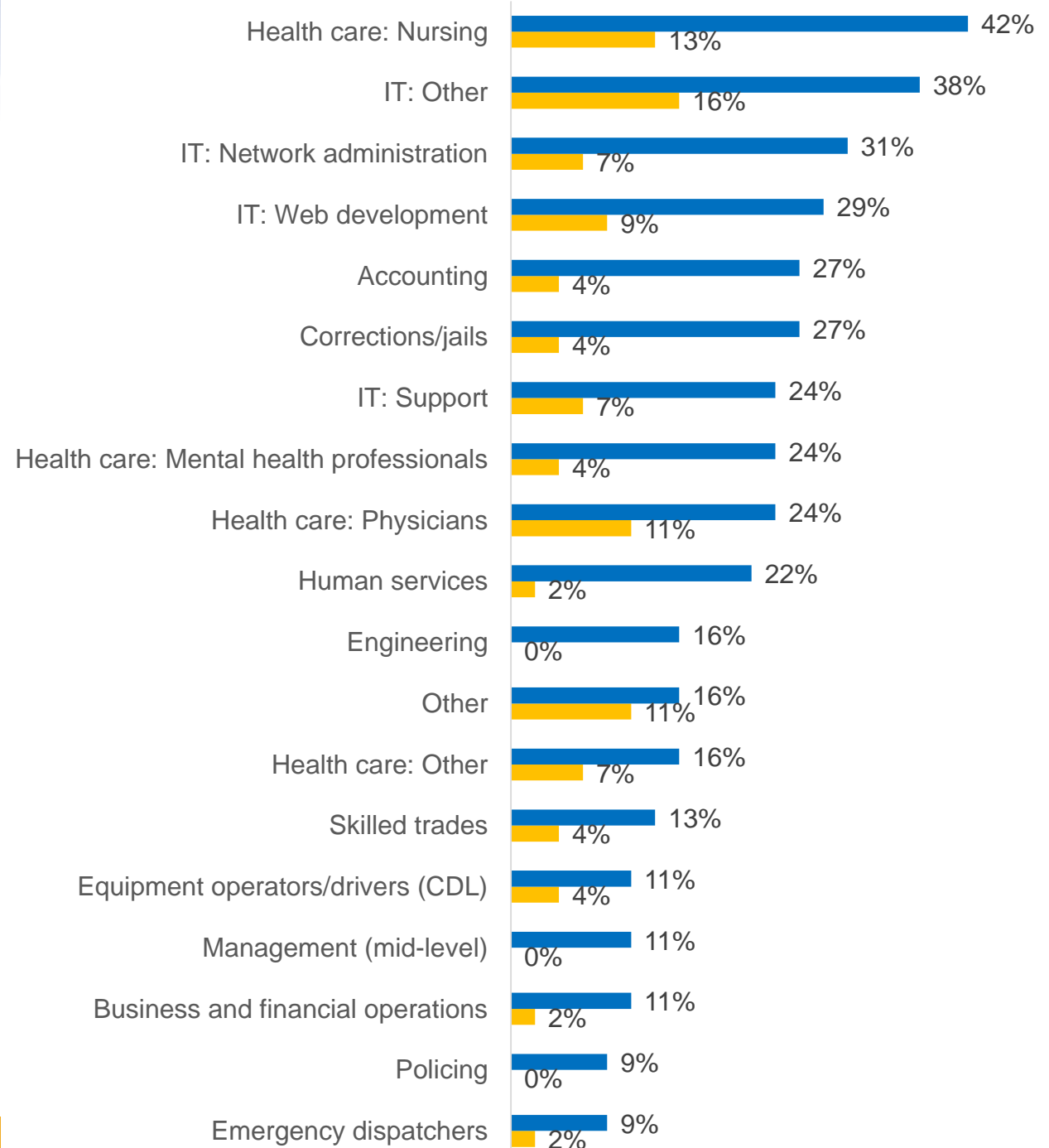


# Overall Employment

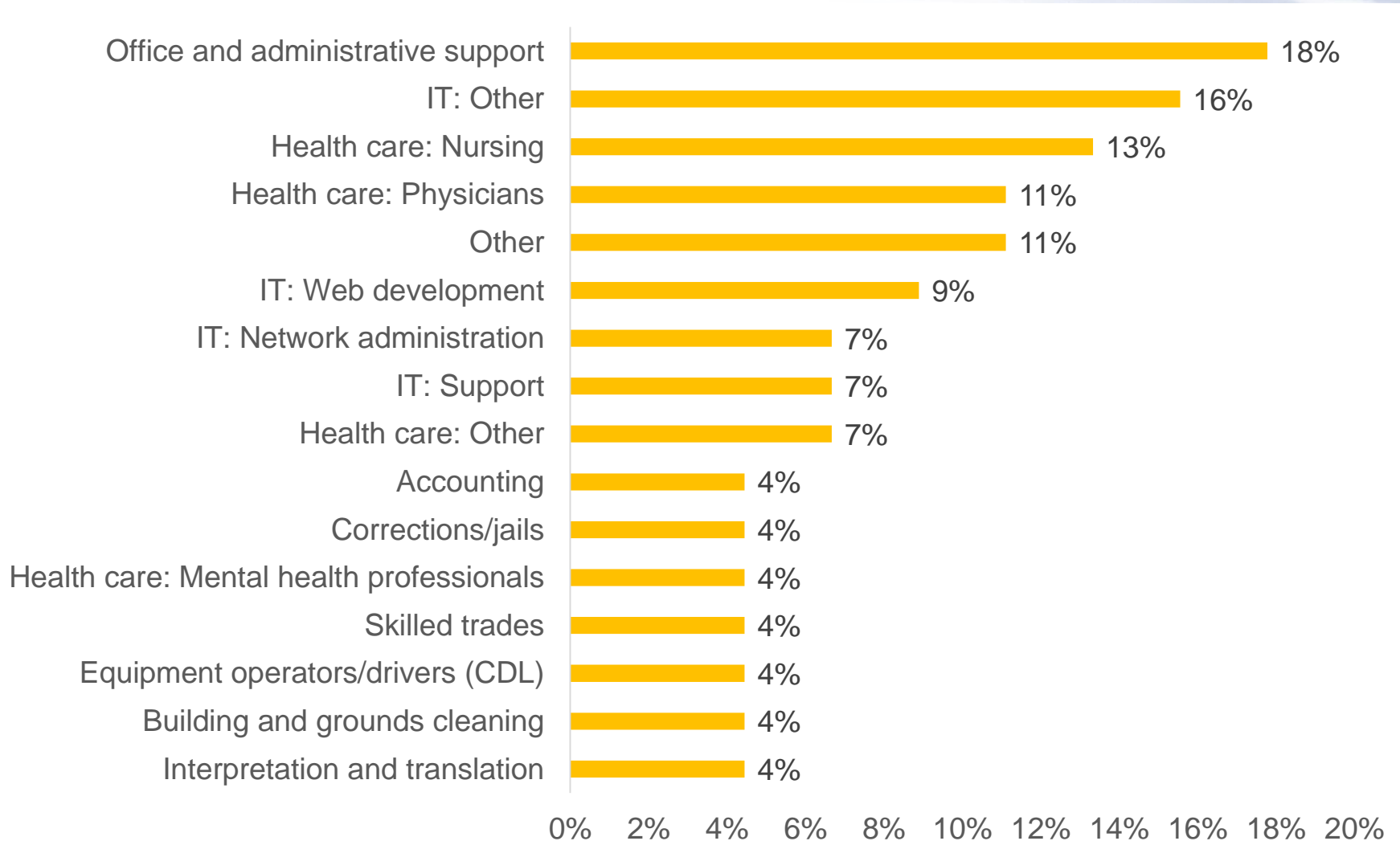


See: [slge.org/wp-content/uploads/2018/02/2017-SLGE-infographic-workforce-trends.pdf](http://slge.org/wp-content/uploads/2018/02/2017-SLGE-infographic-workforce-trends.pdf)

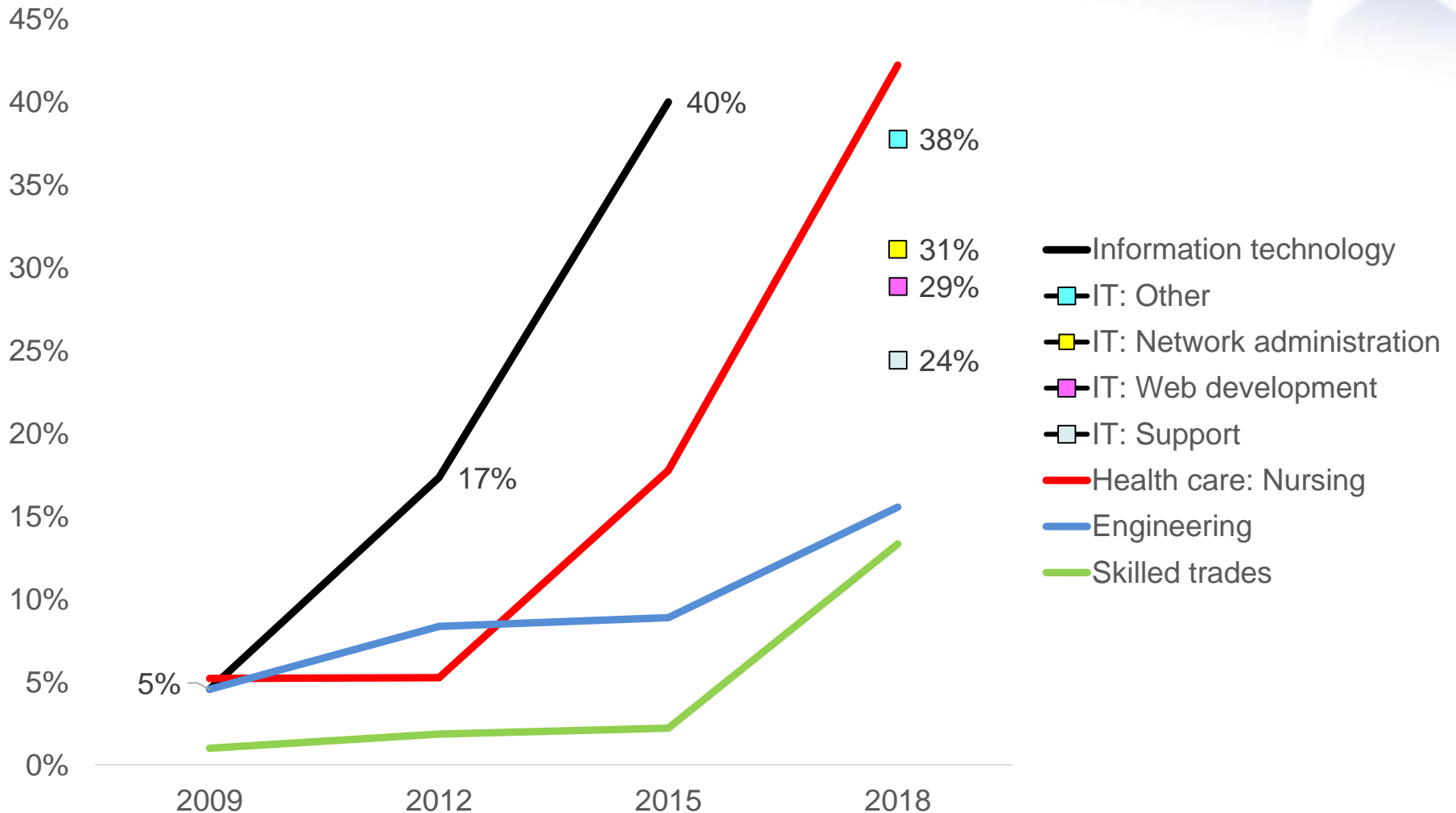
# Hard to Fill Positions



# Gig Economy Positions

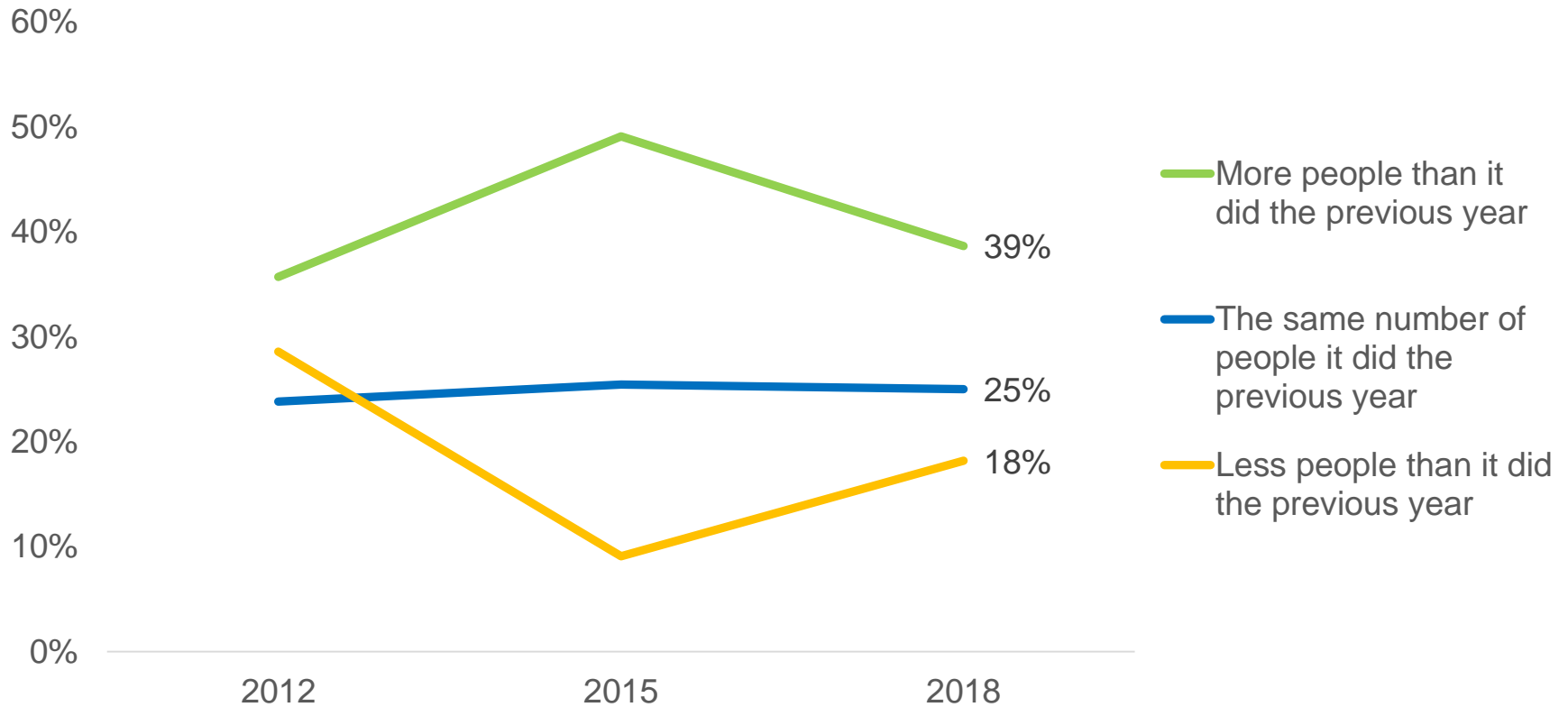


# Hard to Fill Positions: Trend

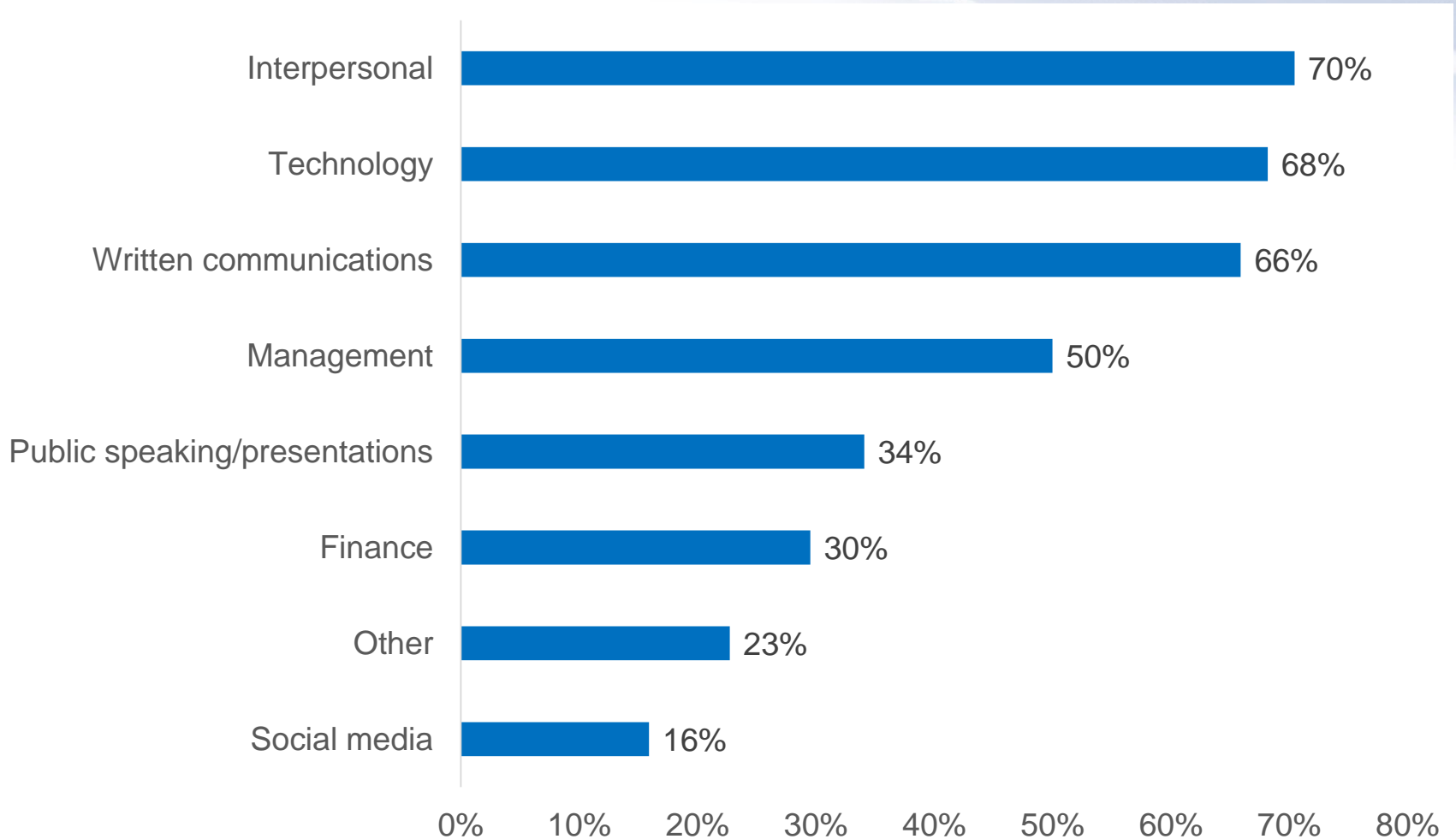


# Hiring: Trend

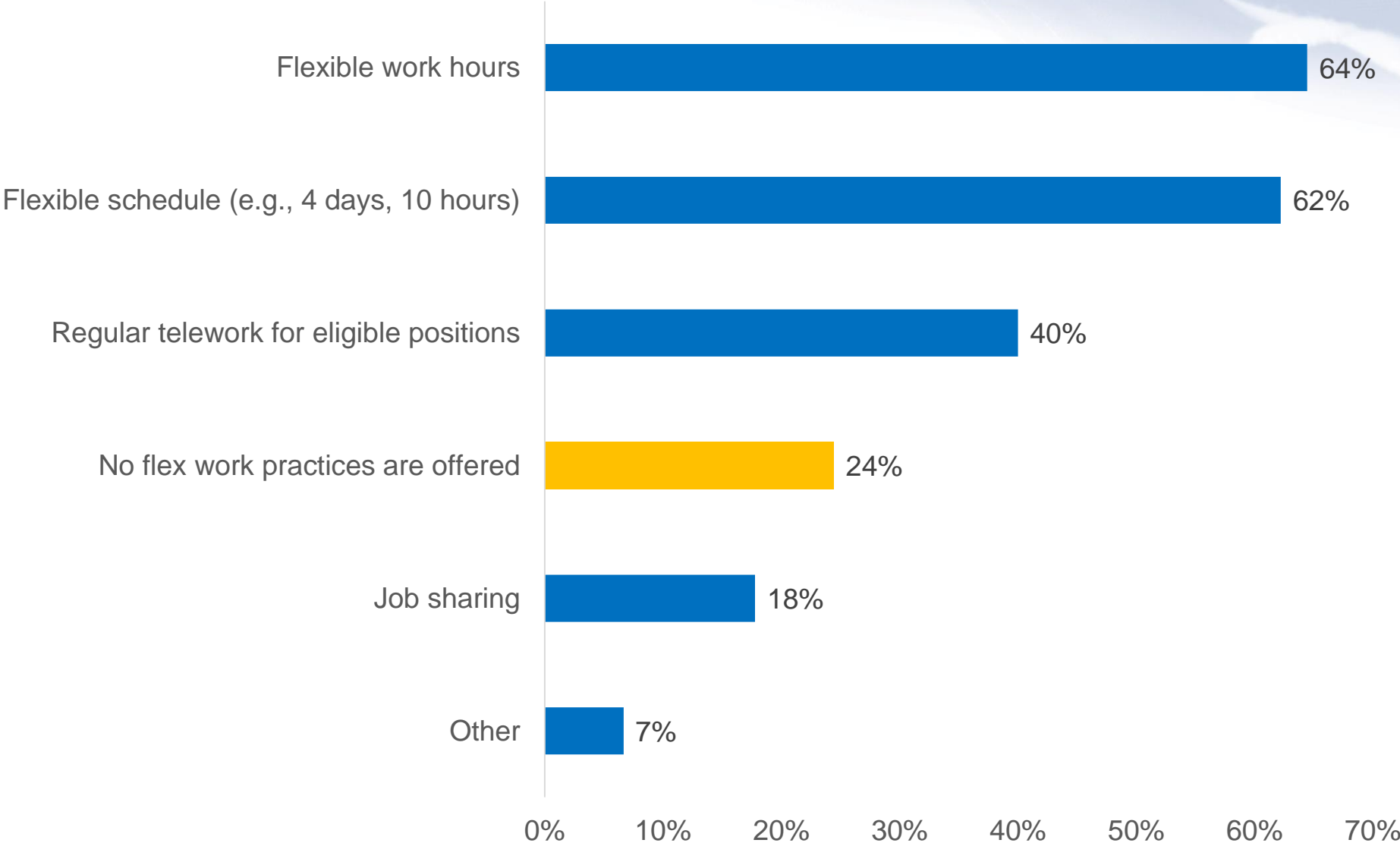
## Compared to the prior fiscal year



# Skills Sought

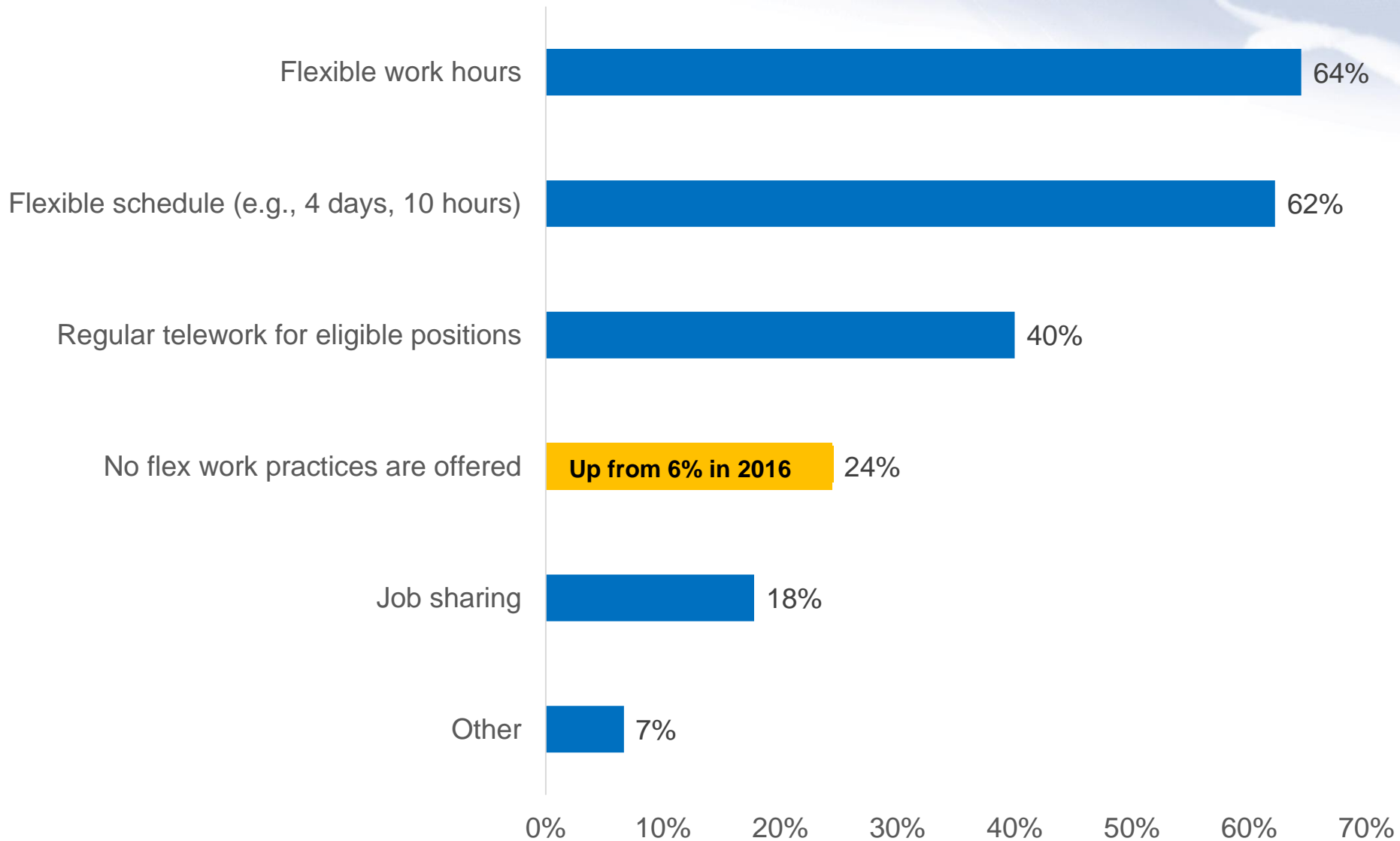


# Flexible Employment Practices

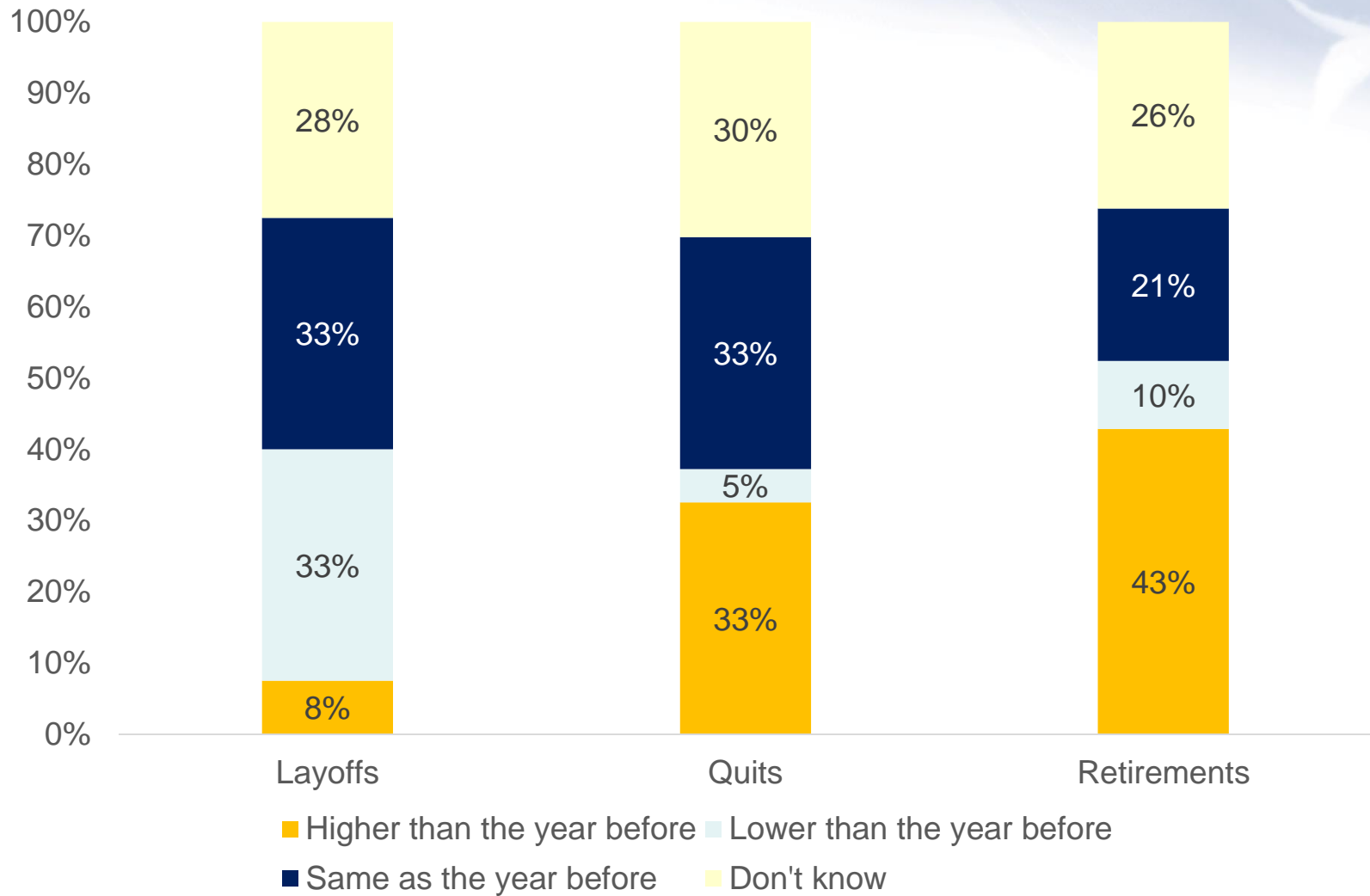




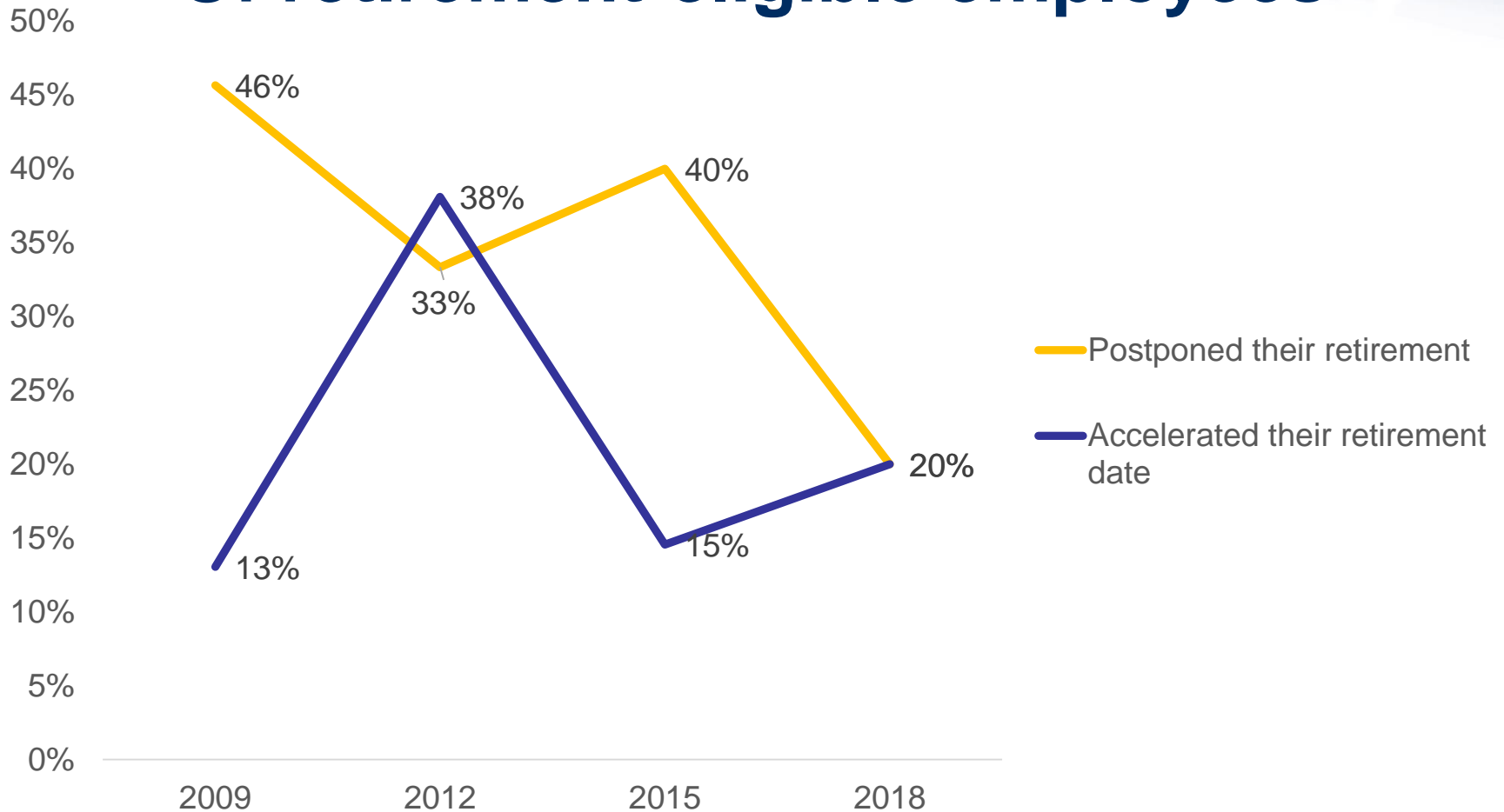
# Flexible Employment Practices



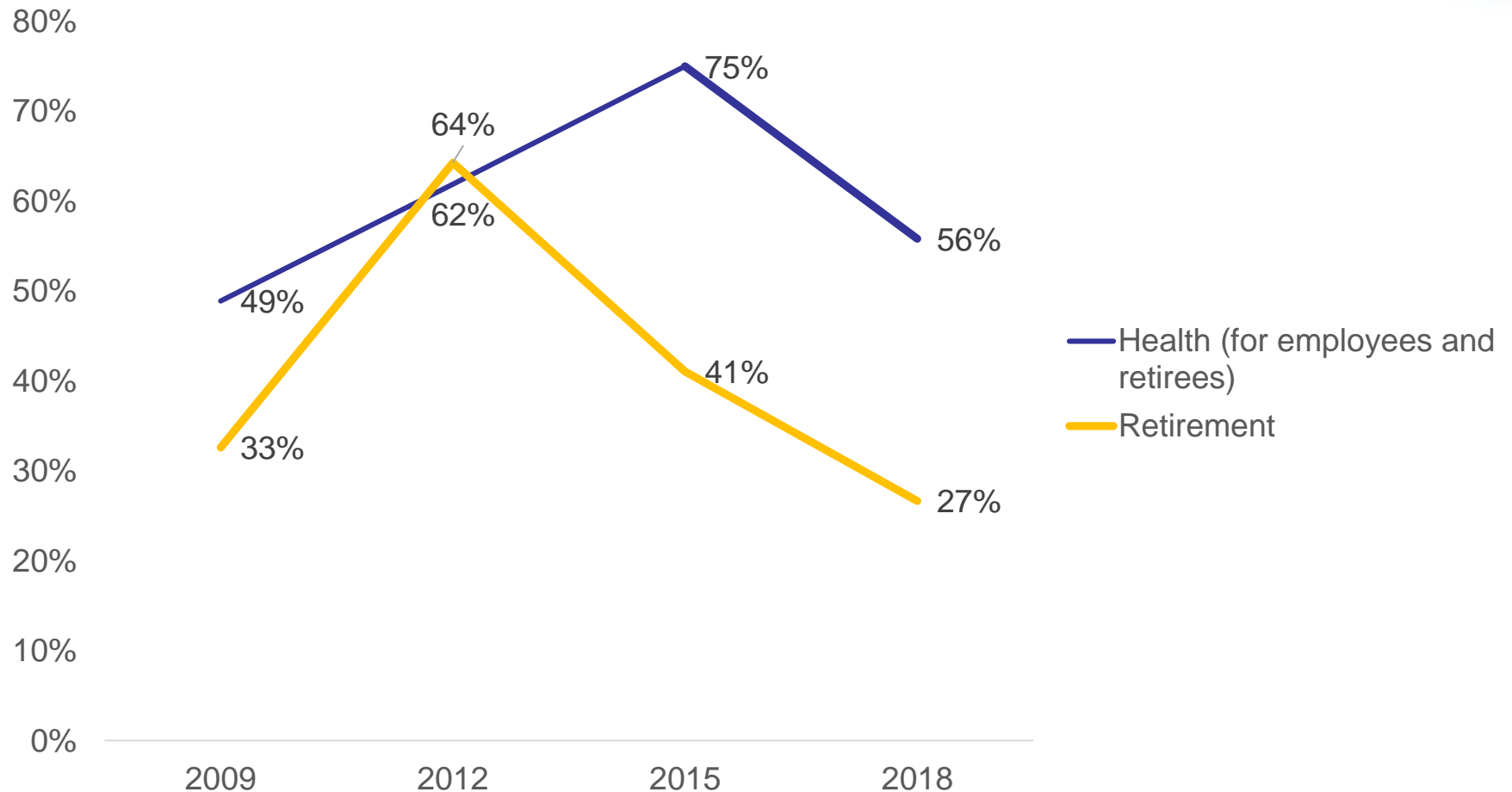
# Separations



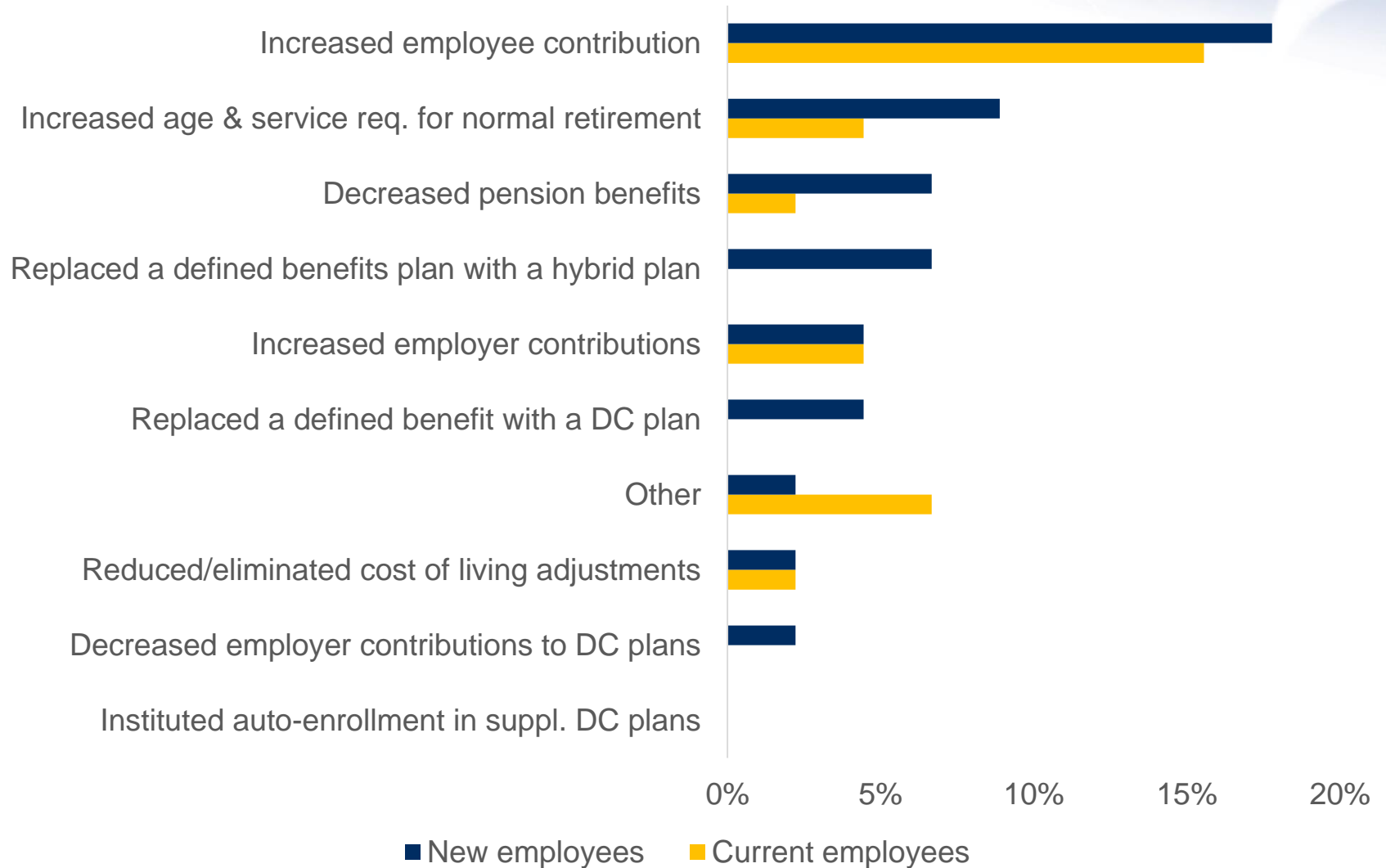
# Retirement Planning: Of retirement-eligible employees



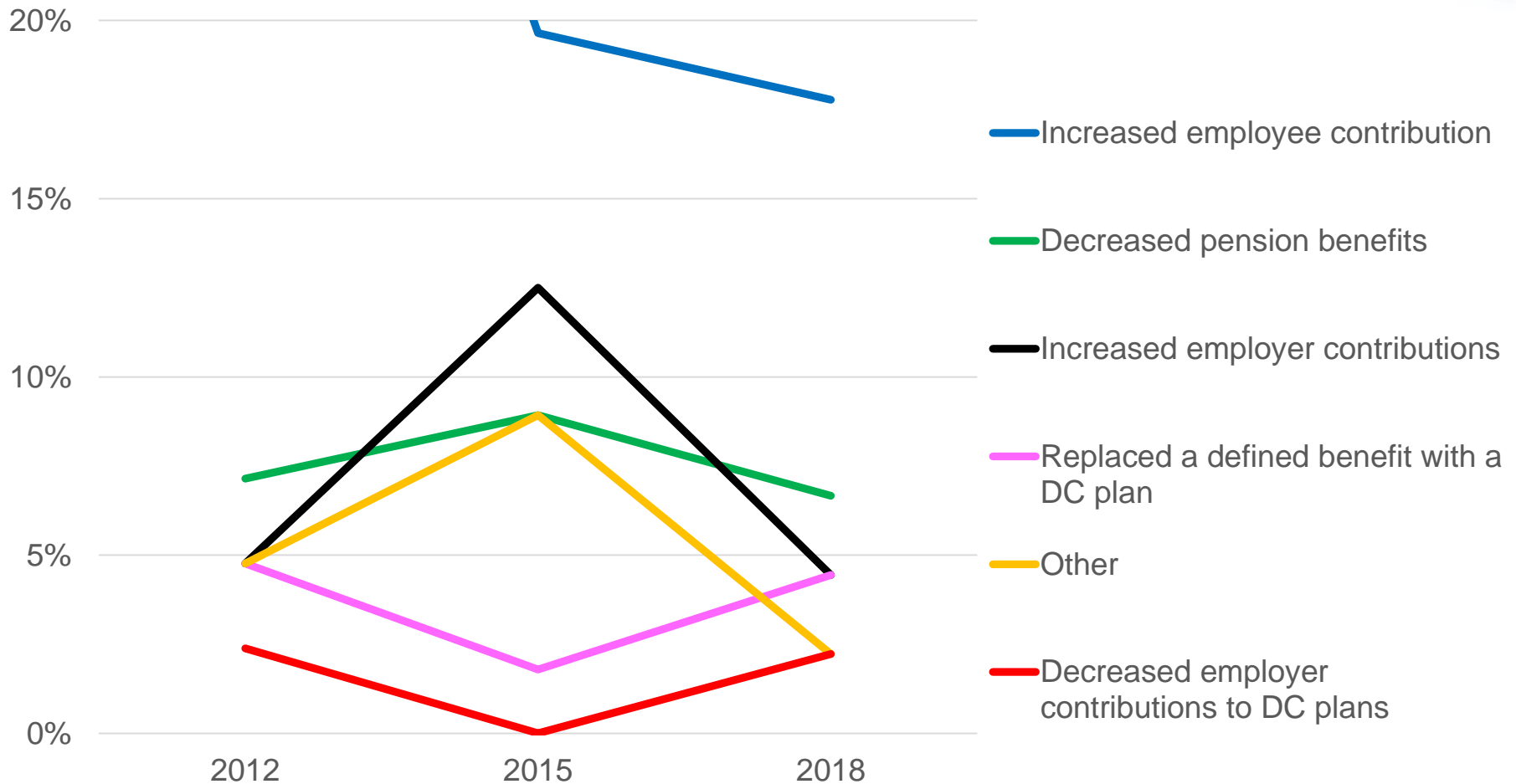
# Changes in Retirement and Health Benefits, Compared to the Prior Year



# Retirement Changes



# Retirement Changes for New Employees: Trend





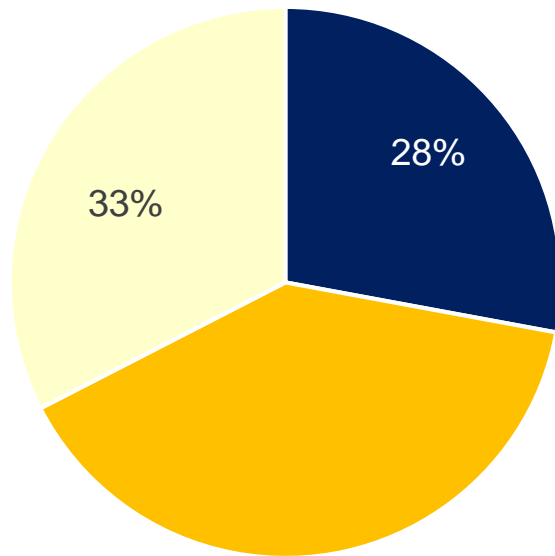
## Impact of Cuts?

↓ 2.9 %

Private sector wage of new hires (prior to being hired by state/local government)

*Authors of brief: L. Quinby, G. Sanzenbacher, and J. Aubry (BC-CRR)*

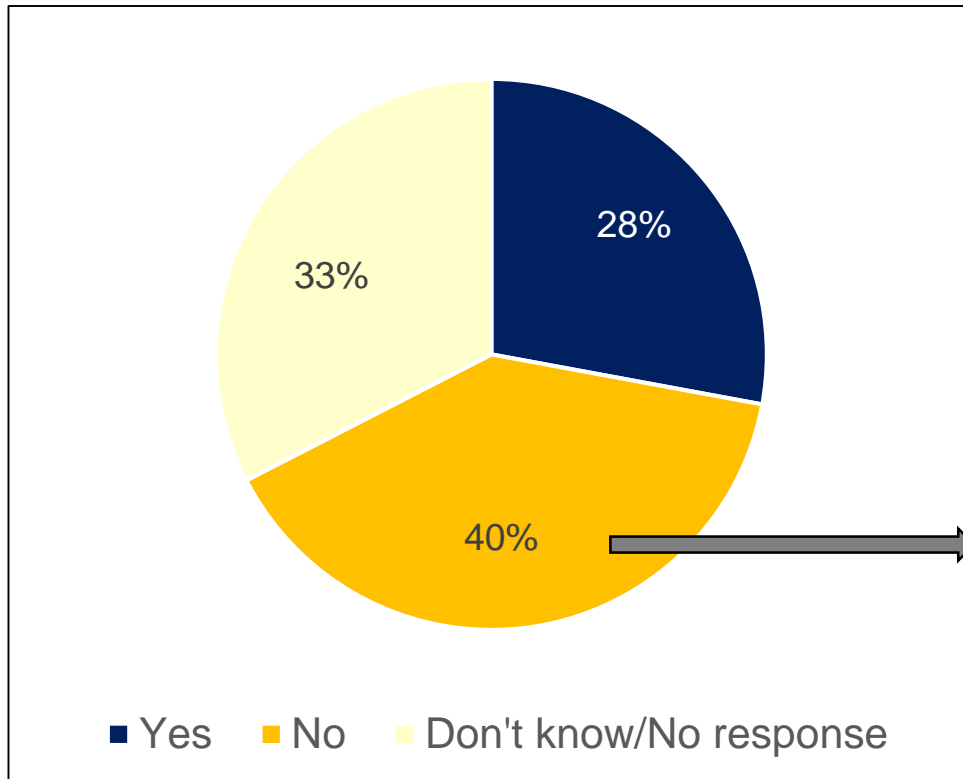
# Are your employees financially prepared for retirement?



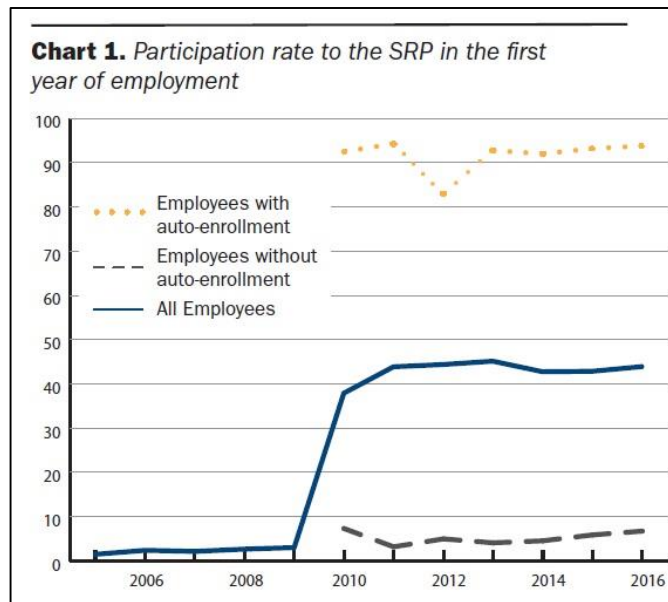
■ Yes ■ No ■ Don't know/No response



# Are your employees financially prepared for retirement?

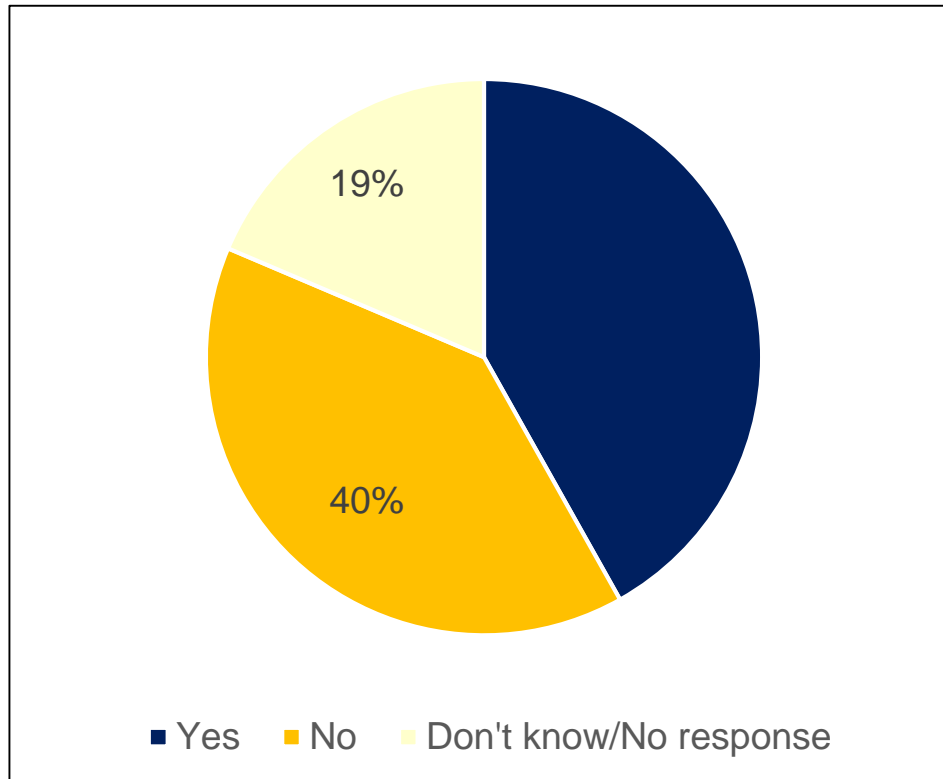


## Auto-Enrollment



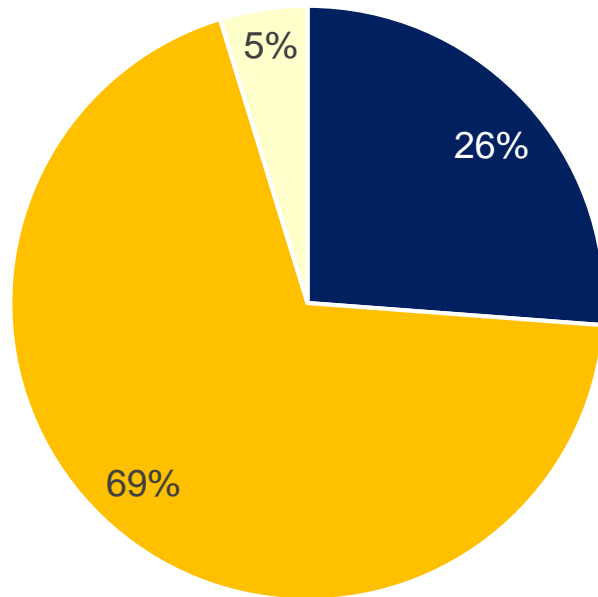
See: [slge.org/wp-content/uploads/2018/03/AutoEnrollmentSDPE.pdf](http://slge.org/wp-content/uploads/2018/03/AutoEnrollmentSDPE.pdf)

# Does your agency offer financial literacy programs?

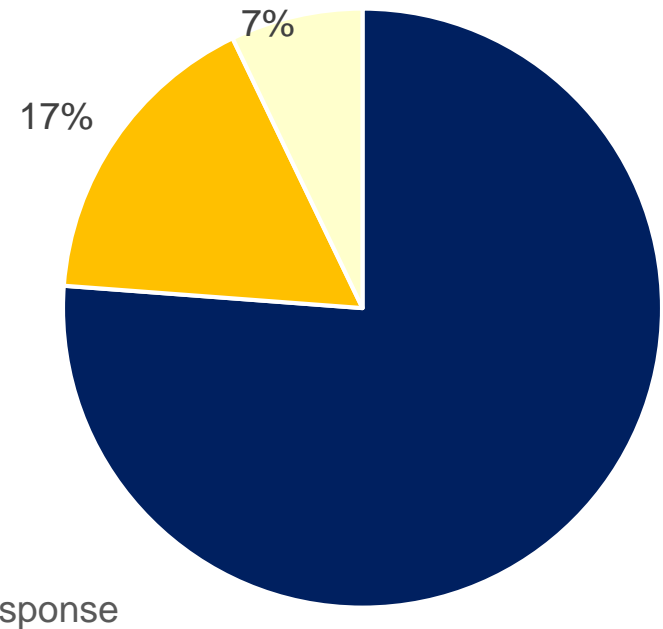


# Do you feel the compensation you offer is competitive with the labor market?

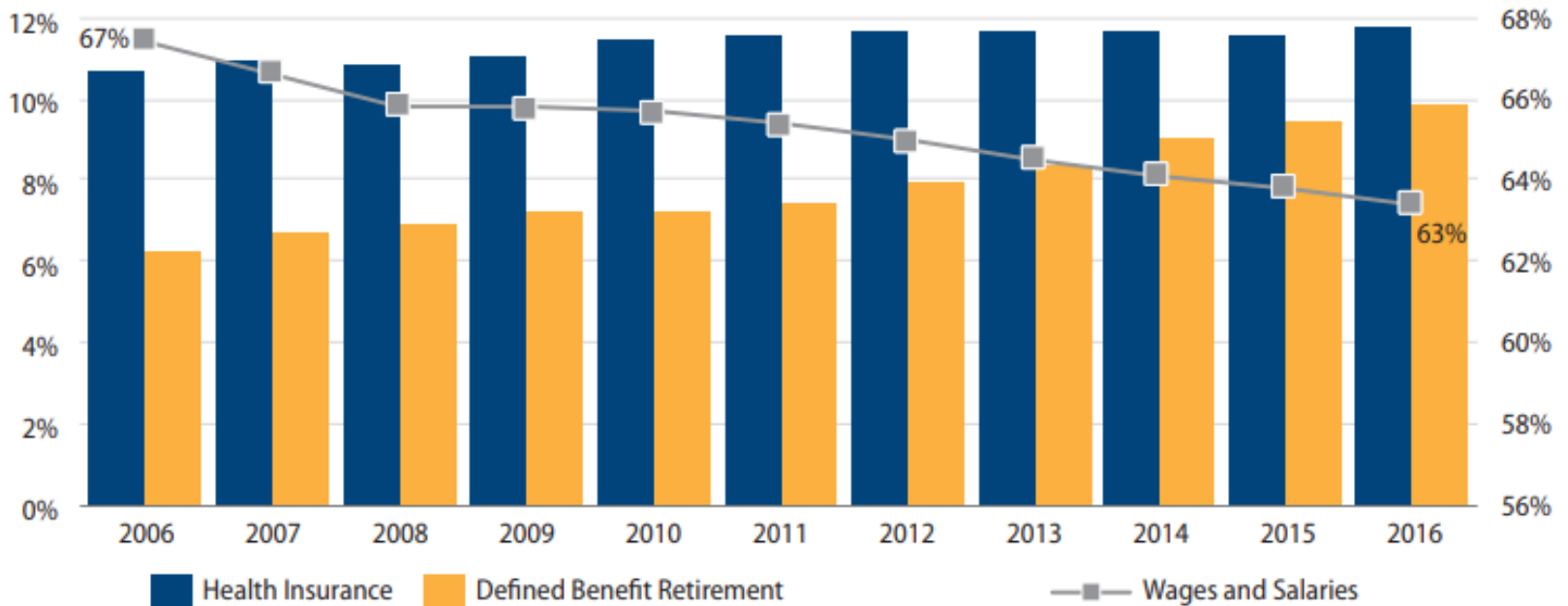
## Wages:



## Benefits:

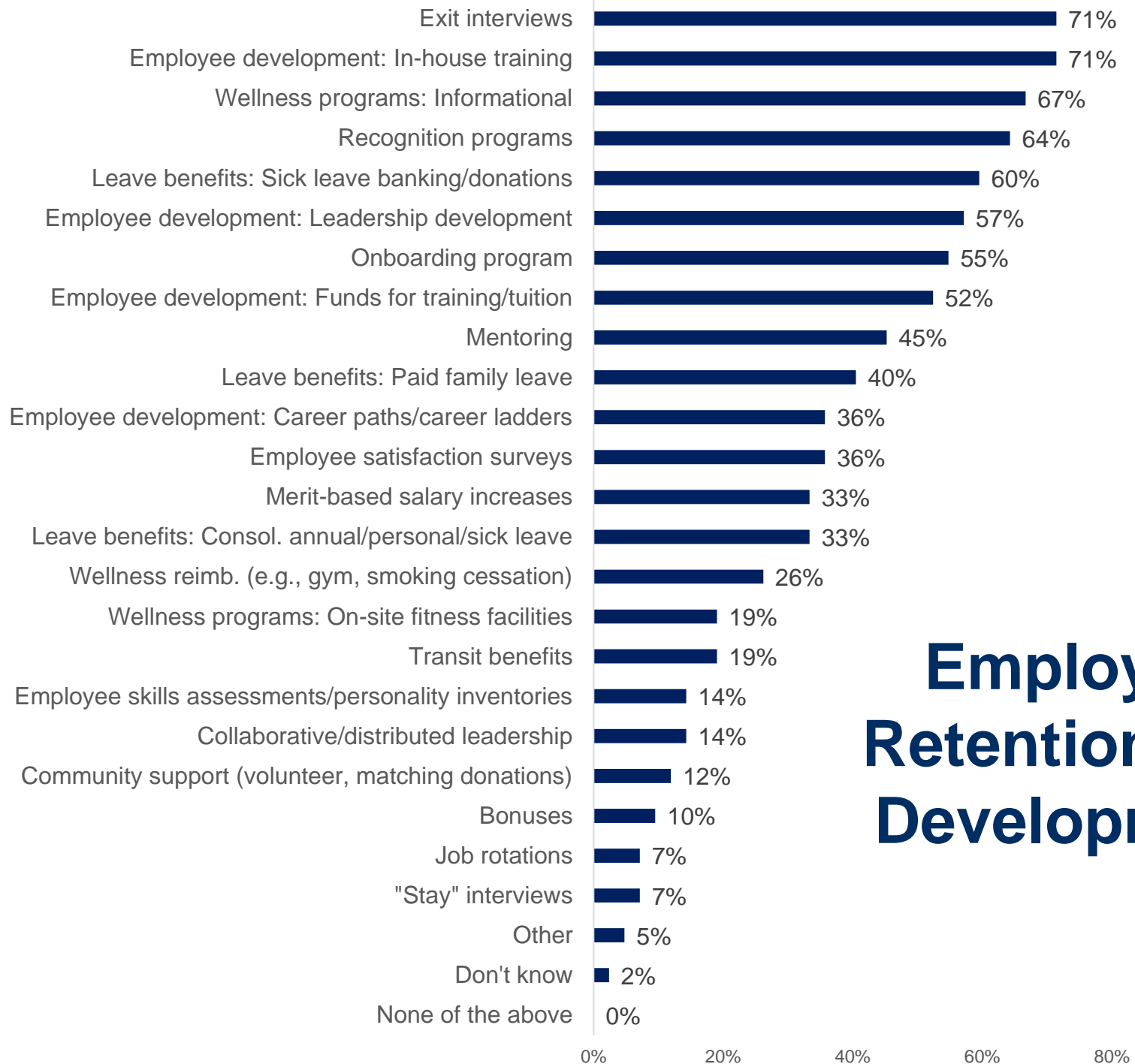


## SHARE OF TOTAL COMPENSATION

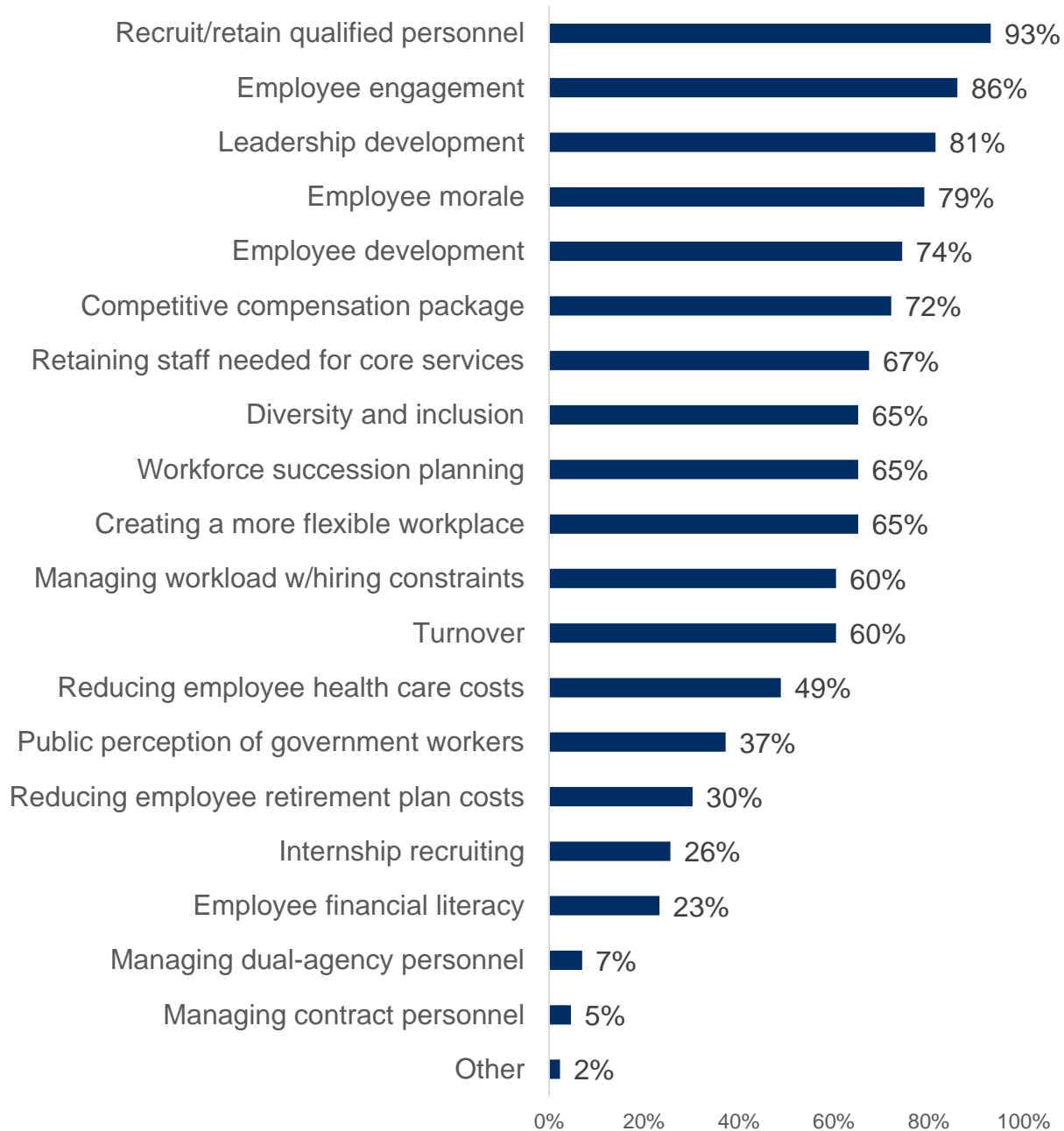


Source: *State and Local Government Wages and Salaries, Health, and Defined Benefits for All Occupations; Cost per hour worked*<sup>1</sup>

See: [slge.org/wp-content/uploads/2018/03/2017-SLGE-State-and-Local-Government-Compensation-Infographic.pdf](https://slge.org/wp-content/uploads/2018/03/2017-SLGE-State-and-Local-Government-Compensation-Infographic.pdf)



# Employee Retention and Development



# Looking Ahead...

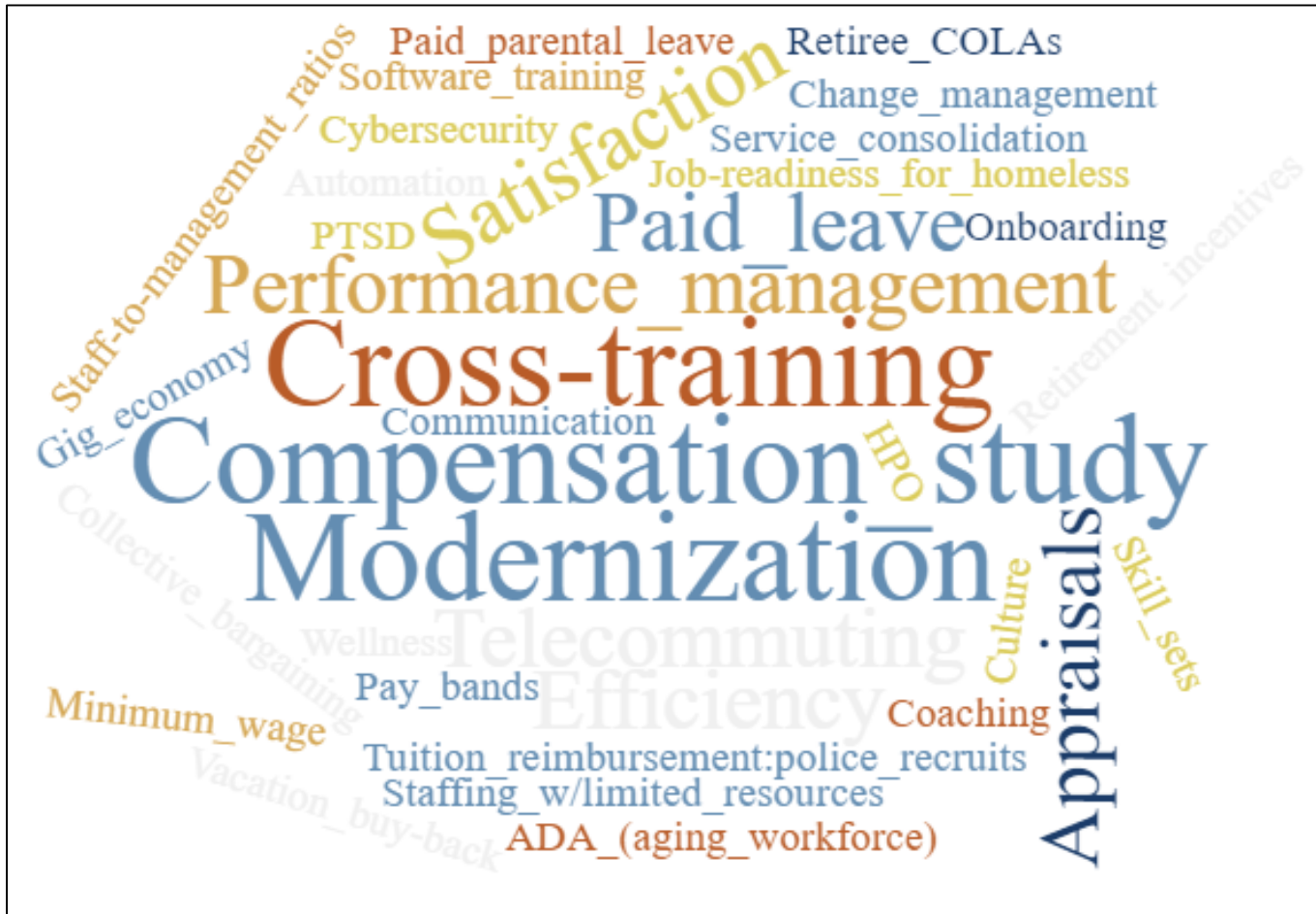
## Challenges:

- Recruitment
- Compensation
- Managing workload
- Turnover

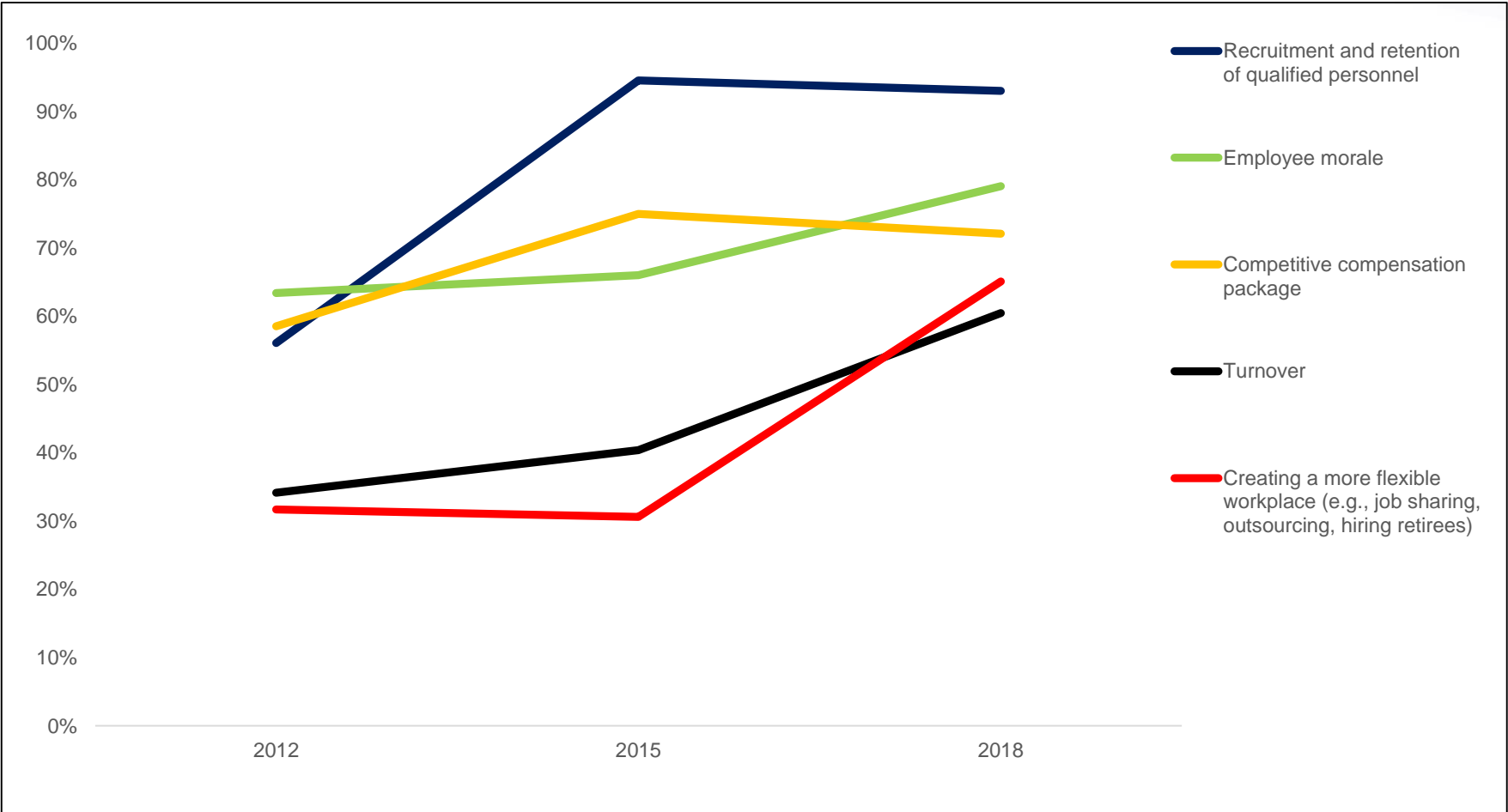
## Opportunities:

- Employee and leadership development
- Maintaining morale
- Fostering diversity and inclusion

# Other responses



# Looking Ahead: Trend





# Aligning Leadership Goals and Workforce Strategies – Citizens

## OVERALL FOCUS

- Better customer service
- Support and continuation of programs
- Deliver high-quality service
- Branding and perception of state government

## HR/WORKFORCE IMPACT

- Employee performance management
- Classification and Compensation Programs
- Aging workforce
- Recruiting and Retaining Top Talent
- Employee Engagement Programs

# Aligning Leadership Goals and Workforce Strategies – Fiscal Constraints

## OVERALL FOCUS

- Reducing operating expenses and waste
- Transparency and accountability to taxpayers
- Media Scrutiny
- Improve Efficiency - Do More With Less

## HR/WORKFORCE IMPACT

- Classification/Compensation Programs
- Healthcare Benefit Programs
- Digitalization/Modern Benefit Programs

# Aligning Leadership Goals and Workforce Strategies – Economic Development

## OVERALL FOCUS

- Investments in public safety, education and health and human services
- Attract new businesses
- New and expanded revenue opportunity

## HR/WORKFORCE IMPACT

- Succession Planning
- Aging Workforce
- Recruit and Retain Top Talent

# Creating top talent strategies

A clear and relevant  
organizational  
**mission** and **vision**

Conduct an  
**analysis** of the  
human capital  
needed to  
accomplish mission

Identify talent **gaps**

Develop and  
implement **plans** for  
current and future  
talent needs

# Talent Solutions

ROI

Merit  
Systems

Recruitment

Applicant  
Experience

Sell State  
Government

# Talent Solutions

Pay

Mutual  
Value

Career

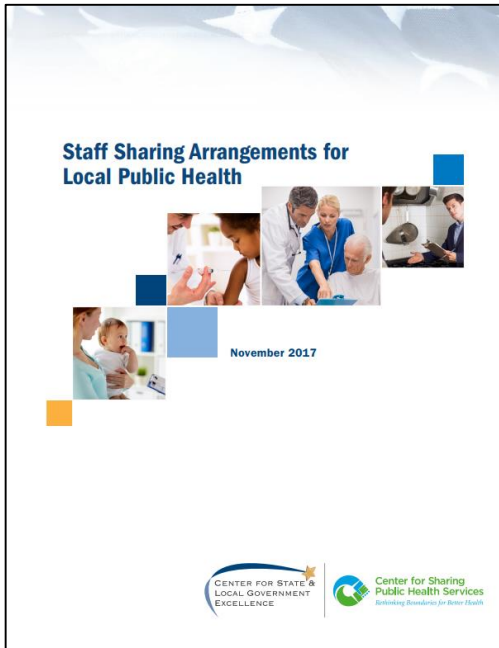
Continuous  
Learning

# Recent SLGE Workforce Research

Succession Planning →



← Staff Sharing  
for Public Health



# Current Workforce Projects

- (1) Managing the Future State/Local Workforce and  
(2) Future Workforces of Transportation Agencies
- Local Government Financial Literacy
- Cross-Jurisdictional Staff Sharing for Public Health
- 2019 Workforce Survey





# Questions?

Email : **gyoung@slge.org**  
**lscott@csg.org**

Twitter: **@4GovtExcellence**  
**@NASPEStateHR**

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**CENTER FOR STATE &  
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EXCELLENCE**

*Helping state and local governments become  
excellent employers so they can attract and  
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